

MEMORANDUM

DATE: March 30, 2012

TO: Councilmember Tom Rasmussen, Transportation Committee Chair
Councilmember Bruce Harrell, Transportation Committee Vice-Chair
Councilmember Jean Godden, Transportation Committee
Councilmember Tim Burgess, Transportation Committee

CC: Ben Noble, Bill LaBorde, Mike Fong

FROM: Becky Guerra, City Budget Office; David Hiller, Mayor's Office External Affairs;
Ethan Raup, Director of Policy and Operations

RE: Response to SLI 114-2-A-2: Third Avenue Transit Corridor Initiative

This memorandum transmits the multi-department response to the City Council's Statement of Legislative Intent (SLI) #114-2-A-2 included in the 2012 Adopted Budget, requesting the Executive to create a task force to identify actions needed to improve the functionality, urban design, safety and security of the downtown Third Ave Transit Corridor, as well as to recommend options for addressing the impacts on tourism, economic development and social equity arising from the elimination of Metro's Ride Free Area (RFA).

Organizational Structure:

The Third Avenue Initiative has recently undergone changes in its leadership structure. Given the growing body of work related to the project, leadership duties have been split into two categories. David Hiller in the Mayor's Office will continue to lead the external coordination of the initiative, including working with stakeholders. Becky Guerra in the City Budget Office will take the lead on internal coordination work, including convening the Third Avenue IDT, managing the development of the workplan, and responding to the requests of the SLI. Ethan Raup is involved with all areas of the initiative, and specifically ensuring the consistency between the Third Avenue Initiative and the larger Center City Initiative. The Executive team works closely with several Council staff members, including Bill LaBorde and Mike Fong. Council staff and Executive staff will meet biweekly to ensure coordination on this initiative.

The initiative is connected to the broader Center City Initiative (CCI) through regular CCI discussions. The CCI cabinet meets with the Mayor monthly and the CCI public safety sub-cabinet meets with the Mayor biweekly. The vision of the Center City Initiative is to support and create downtown Seattle streets that are safe, inviting and vibrant, where people feel safe and the pedestrian experience is engaging.

Departmental and Agency Liaisons:

The members of the newly-formed Third Avenue IDT are: Barbara Gray (SDOT), Greg Doss and Mimi Walsh (SPD), Judy Summerfield (HSD), Gary Johnson (DPD), Pamela Banks (DON), Tim Croll (SPU), Stephen Crume (SCL), Cheryl Collins (OH), and Lance Randall (OED).

After developing the workplan, this core group may expand to involve other departments and agencies. Agency representatives who are also involved in the project are: Leslie Mills, Department of Corrections; Ian Goodhew, King County Prosecuting Attorney's Office; Sandra Ciske, Seattle-King County Public Health, and Chris O'Claire, King County Metro Transit.

External Stakeholders:

The first Third Avenue stakeholder meeting took place on February 28. A transcript of notes from that discussion is included as Attachment A. External stakeholders include the following:

- Coalition on Homelessness, Alison Eisinger
- Doug Hurley (self)
- Greg Waddell (self)
- Joshua Green Corp., Helen Wattley-Ames
- Henry Aronson (self)
- Wright Runstad, Jeff Myrter
- Cleanscapes, Jodie Vice
- Downtown Seattle Association, Jon Scholes
- Pacific Merchant Shippers, Jordan Royer
- Downtown Seattle Association, Kate Joncas
- Defenders Assoc., Kris Nyrup and Lisa Daugaard
- Via Architecture, Mahlon Clements
- Judge Mary E. Lynch (self)
- Matt Griffin (self)
- Matthijs Mullender (self)
- Patty Fong (self)
- Paul Wiesner (self)
- Phillip Alden Tavel (self)
- Seattle Symphony, Simon Woods
- Housing Resources Group, Stella Diaz
- Melbourne Tower, Steven Baral
- Benaroya Hall, Troy Skubitz
- IGA Kress Supermarket, Tyler Myers

Workplan:

The workplan will be centered on the following goals and policies:

- Coordinating with King County to mitigate the impact of the elimination of the Ride Free Area on social equity and transit operations;
- Improving signage, lighting and/or other physical changes that improve visitors' feelings of safety and security;
- Identifying and implementing effective means of policing the corridor and ensuring public safety;
- Integrating well-maintained transit waiting areas into the streetscape in a manner that serves transit operations and improves perceptions of public safety and security, while maintaining pedestrian access to neighboring businesses;

- Engaging adjacent building owners/businesses to coordinate and improve street edges and improving stewardship of sidewalks, building entrances and retail fronts;
- Expanding existing efforts to remove trash and clean sidewalks on a daily basis;
- Promoting increased and more vibrant retail activity;
- Engaging low-income housing operators (and social service providers) in their efforts to maintain security and livability near their entrances.

Using the above framework, the IDT will develop a detailed workplan which will recommend solutions to identified problems, and will consider the long-term implications of any proposed solutions. The workplan will also include proposed metrics and scheduled milestones for meeting the objectives.

Given the recent change in the leadership structure of the initiative, we appreciate Council's flexibility as we strive to develop the workplan as soon as possible.

Initial Work from Departments:

Please see Attachment B for a summary of department progress to date. The attachment includes input from the following departments: SDOT, HSD, OED, SPU, SCL, and OH. The status report from SPD is incorporated into the following section of this memo.

Implementation of the Policing Initiative:

The Seattle Police Department shares the Council's goal of ensuring that the City uses the very best evidence-based, data-driven approaches to addressing the crime and disorder in the Third Avenue target area. West Precinct commanders are currently employing an array of strategies that are consistent with the research on Problem Oriented Policing and Hot Spot/micro-place based enforcement, including but not limited to regular, repeated and visible patrol by foot, bike and mounted units and targeted deployment of proactive units. This is for us an ongoing, day-by-day challenge that is not best characterized as a "pilot" or special "initiative." That said, we are always looking for new, potentially more effective solutions to help us address this problem location.

In addition to 911-response, mounted and other proactive footbeat / bike resources, the Department currently dedicates at least one 9-member footbeat / bicycle team to Third Avenue problem areas. Using the general approach of the Koper Curve concept, these officers are being deployed in limited time segments to increase safety and then withdrawn before continued presence begins to show diminished returns. [Note: the Koper Curve, pronounced "koe-per curve" describes the amount of time a police presence at an area increases safety before continued presence begins to show diminished returns. It is based on a study sanctioned by George Mason University that showed that having officers at a location for fifteen minutes per hour provides maximum deterrence. After fifteen minutes the return on investment starts to decrease.] As we analyze more data and work to pinpoint micro-hot spots (see below), we will adjust the focus of these proactive resources.

To identify the micro-hot spots within the Third Avenue corridor, we have begun a data-mining project with George Mason University, to analyze what are termed “Part II crimes” within the Uniform Crime Reports rubric. (Part II crimes include offenses such as disorderly conduct, drug offenses, and vandalism; where Part I crimes represent more serious offenses such as aggravated assault and burglary.) Previous work by researchers has focused on the more serious Part I offenses. However, it is the lower level types of crimes and calls for service that are not only more frequent, but also more problematic from a community safety perspective. Through this project, our aim is to identify specific block faces that constitute the micro-spots in the Third Avenue corridor and to associate these with the specific types of incidents occurring there. This will permit us to deploy our resources in a highly focused manner and to assess the outcomes of these efforts.

As a companion to the data-mining project noted above, the Department is proposing the reinstitution of the High Impact Offender Program (HIOP). Previous examination of offender contacts in the downtown core yielded a small group of individuals responsible for a disproportionate number of calls for service and for regular and frequent arrests. The attention these individuals attract from both the public and officers has the potential to obscure some of the more endemic problems in the area and to divert limited Department resources that might be used to better purpose. This was a key suggestion coming out of the February 28 outreach session held at Benaroya Hall.

The aim of HIOP is to focus police, prosecution and human service resources on these frequent offenders. Working first with the Human Services Department, SPD will develop a case file on each individual. Where appropriate and feasible, some offenders will be referred to treatment options to address the underlying causes and conditions which lead to their repeated arrests. In other cases, SPD will work with the Law Department and King County Prosecutor to identify individuals for special prosecution attention as they are arrested on outstanding warrants or as they commit new crimes.

Under HIOP, SPD will direct attention first to those individuals within the identified group who operate most frequently in the Third Avenue corridor. The expectation is that by reducing the calls for service associated with these individuals, we can then more clearly focus City resources on the chronic behaviors, incident types and environmental conditions that give rise to other repeat calls for service in the target area. It is likely that many of the efforts ultimately adopted to address these underlying problems may not be enforcement in nature. These will be described in the reports given by other departments participating in the Third Avenue Initiative. The collective goal is to pursue strategies that provide effective solutions, knowing that funding limitations create challenges to implement the program as completely as optimal.

2012 Schedule:

The newly-formed IDT will meet weekly through April to develop the workplan. This frequency will be reduced once the workplan is established, likely to a monthly meeting through 2012. The Third Avenue external stakeholders will meet regularly, no less frequently than every other month.

SLI 114-2-A-2 Response, Attachment A
Transcript from Stakeholders' Meeting, February 28, 2012

Darryl Smith: *The challenge from Council is to bring together all of the relevant staff. We realized we needed to do this across downtown.*

CM Rasmussen: *Third Ave needs to change. I'm confident that if we work together, it will. My work started with the bus tunnel and the incident with the assault in the bus tunnel. We learned that some physical and operational changes to the bus tunnel that could avoid issues in the future. The signs for emergency phones not obvious. When I added it up, there are at least ten city entities that have some measure of responsibility for third avenue. No clear ownership. Need a "sheriff of third avenue." Accountability. Important for everyone to do their part. Including property owners and managers.*

SDOT: The right of way issues downtown affect the city as a whole. Legislation today on Westlake Park ownership. Transfer of right of way simplifies management of the space. USDOT may provide grant for the transit corridor on third. Working to get that money, which would fund many of the projects that are needed.

SPU: Cleanscapes donated basic cleaning services for about a year. Council put 177k in SPU budget for third ave cleanup. Directed to maintain the type of service Cleanscapes had provided. May have additional capabilities if they are needed.

Addressed overlapping service providers. We are soliciting contractors for third ave. Will then see what else we can do.

Metro: Last summer, County Council voted to remove the RFA. We were asked to develop a plan by May 2012. Working with stakeholders.

1. Fare collection will slow down buses.
2. Extensive surveys of social services, housing, etc. to figure out what services are needed.
3. Meeting this month to learn what we found out.

Boarding in front, exit in back. Not everyone actually pays. All of those things are issues this decision is directed towards.

Stakeholder Report-Outs

Litter:

Downtown ambassadors are responsible. Litter makes you feel bad. One of the things that brings it down. Would like to see a better job. Use the Ambassadors better. I'd like to see a police storefront on third ave. I don't like the bicycles.

You have work crews, volunteer hours. You should take anyone who is picked up in the area and force them to work on cleanliness of the neighborhood. There is a huge workforce of people who have to do work anyway. Why not use it for productive ends.

Darryl Smith: On Beacon Hill in the jungle, we put together NATS, and DOC crews were a big part of that. They've been there a bunch and it really helps.

There are thousands of community service hours. No one knows what to do with them. Use volunteer hours at a discount towards needed downtown projects. Someone like Cleanscapes could help manage this.

Police

I think police walking on third would be huge. With cordial, respectful attitudes. Not driving/biking PAST. Looked into buying nightclub; we'd have security walking, which makes it feel better for everyone. Mardi Gras happened because there was no feeling that anyone was there.

Joe Kessler: I agree. Last 7 months we've added 18 foot units. Have the nicest cops on the force. They were hand picked. Moved officers into the precinct just for this. Didn't really have foot beats before. We're ramping up. Bicycles downtown are critical. Foot beats are critical downtown as well. I would invite you to walk along with my foot beat. Might inform the conversation. Cops are some of LEAD's biggest proponents.

Macy's has a mirror-windowed storefront, mirror hurts. SWAT van not helpful. Friendliness factor most important

Available workforce. Hopefully only so much trash. Used to have planters, too much to maintain.

Millionair Club directs folks towards this. Maybe we'll have something like that here.

We have hanging baskets. Low maintenance. Another thing is that there are many different kinds of people waiting for bus. Crowd can be intimidating to some. Possible to separate waiting folks from shopping folks from...

DS: Are there physical things about third that affects how it feels?

Problem with third is really the activities. What physical things can be done to discourage unacceptable behavior. Or to encourage others to come to third so that there is a counterweight. Belltown neighborhood plan called for 24 hour neighborhood, bet those folks don't want that anymore.

A lot of people have abandoned third avenue. Challenge is to bring people back. How about food carts. Vancouver, BC a 24 hour city.

Bus tunnel construction had a major impact. Still dealing with that. What's left is dead streets.

This is a regional problem. Many customers live here. Location of the drug market is a huge issue. We've been dealing with this since I was in high school and longer. We have

Same problems when I opened QC Grill. We were pioneers. We're starting to get a reputation as not the best downtown area.

What we are trying to do is think about the challenge holistically.

Do the plans address some of these dead blocks?

Gary Johnson: There was some implementation funding. Some of what we did was work with property owners to put higher quality weather protection.

On Pike St we worked with city and we met with Metro, SDOT, etc. Can we implement now? Already been planned. Example: Ross sidewalk: why the 2 phone booths and why the kiosk? The kiosk is a disaster. What we really need here is a multi-agency focus.

What is your thought on the 3rd and Pike bus stop?

Rite Aid 4th and Pike blacked out windows. Destroyed the ped corridor. Getting the overhead protection, leaning rails made a tremendous difference. The restaurant though put in the shutters so you can't see the stuff. They seem to be under-lighting the street.

I want to use the word unacceptable. Walked outside today. Heard we have 1-3 phones stolen a day on 3rd. After concert we were accosted by 10-15 panhandlers. Very unpleasant. From the owner perspective, for us to put in proper awning can be hundreds of thousands. Metro has offered some small help. Budget has 300k for all of third. Can't afford even one awning. Can't afford to keep an off-duty cop. 180k a year. I'd rather have the mean cops than the nice cops. Third and Pike on corridor between convention center and Pike Place. 10 million a year.

Barbara Gray: Echo the cost issues. The basis for defining the improvements of the USDOT grant. Many of the things we can do with the grant address the issues discussed here.

Darryl Smith: What he's been talking about has pretty consistent for a while. From my perspective: what will be different now. What's different is the intense and collaborative focus.

Dannette Smith: HSD/SPD meeting monthly on public safety and homelessness. In Belltown we're working with providers on being good neighbors. How can they expand their roles in the community. We're looking to provide services in a different way. History is of providers doing work in one way only. This coming change will significantly affect how these things work. We are not addressing panhandling, but rather how people are living, what kind of help they need, and how to use existing services. Providers

say they can't be responsible for their client's behavior outside. We disagree. We think that should be part of the service delivery.

Kris Nyrop: Try to be brief. LEAD is a pilot started in October in Belltown. Only on a small scale right now. No concrete data. Based on programs from UK and Australia. Based on a series of contradictions. Sometimes the worst thing that can happen to a drug user is to be arrested. Sometimes the best thing is to get arrested. Worst outcome is prosecution, conviction, jail time, loss of status; funneled into illicit system. Best case outcome, like with NCI, drug court, is that the person gets taken out of the illicit system they are in and put into positive opportunities. We are focusing on the second one. Outcomes elsewhere have been reduced levels of recidivism, increased public safety in the communities where folks live. Most obvious difference is access to healthcare and drug treatment. In UK, these are savings. Here, these must be purchased. Working mostly with private funding, SPD, NCI. We are very hopeful that we'll have good outcomes to report.

Kate Joncas: Would love to talk to you about judges who are interested in putting folks to work. What are the desired outcomes? To get everyone to the table, we need to talk about outcomes. Can we survey them now, then survey them after? We want to know if stuff is working. Second thing is that I know it's a lot of the same people buying and selling. Can we get a social worker to find out?

Dannette Smith: We can increase outreach, but this is part of our condo with SPD. We're looking to increase the REACH team.

Let me respond. We called the area plywood alley. Frequently calling cops. When I think about Westlake/Pac Place then think about Housing Levy, it makes me think we have a great base. I interviewed friends before the meeting. I heard a homeless advocate tell me she wouldn't come to third because it scares her. Sight of open drug dealing scares people. Impressed by work on frequent flyers was impressive. Realize that some could have gotten out. Maybe some are parasitic. What happens to those folks?

Leslie Miller, DOC: Once we started going out there, people started to put a face to the DOC. What we do is 1. affirmative conduct requirements. We monitor these. Because of recent budget stuff, lost 8,000 people off of supervision of these folks. Quick stat: last ten years, 985000 stopped, only 2800 names. The reason everyone on the street hates that van is that it has parole officers. We stopped 63 people in 3 hrs yesterday. 60 used to be DOC active. 1 is active now, 2 are pending felonies. Because of budgets, vastly less supervision. I know these people extremely well. We can't do anything about them if they aren't being supervised. Folks would avoid SODA orders by walking away. Now, they don't need to. This is all about a lack of supervision leading to inevitable recidivism. The issue is that we have to keep an eye on people. Without that, we can't do anything. Our goal is to get people back on paper.

Joe Kessler: My guys are walking foot beats right now because they care about downtown. All of our commanders, Lts, Sgts, are here by choice. I really think we have a window of opportunity. We're here for the same reason you are.

Dannette Smith: Leslie raised the issue of shelter resistance. What would be a proper policy around that issue? Second, how can I help my providers balance treatment with law enforcement? We can walk away with that discussion.

Joe Kessler: One piece is specifically what is our code of conduct? What is acceptable and what isn't? I didn't see a change from continually arresting people over and over. What is it that we want these people doing instead?

Darryl Smith: It's now 7:30, time to touch on next steps. City agencies will be taking all of your thoughts into our first meetings as a city. We'll then return to you.

Tom Rasmussen: Very motivating. This is exciting. Ridden the vans, walked with the cops, visited the shelters. We'll continue to participate. Bill, Brian will be engaged. The challenge is how to institutionalize the positive changes we seek. The Human Services are key and I agree with Dannette that providers have some level of responsibility for clients' behavior. We pay millions of dollars to providers. We have a right to expect that they will control the behavior of their clients, to the extent that they can. Dannette's going to put that in contracts, and we expect pushback. I appreciate all of the various challenges. Jordan says something I question. Most drug buyers are in the system. I don't believe that. We need to challenge each others' assumptions. We need to get good information. We don't need to re-plan. I question something Kate said. I hope that doesn't distract us from what we need to do on the street. All I know is it needs to feel better.

Kate Joncas: We need to measure to know that it feels better.

David Hiller: Our staff are going to be working very hard to figure out where to go. We've thought a lot about metrics. We're going to ask our staff to develop metrics. We need a yardstick. It's not just how many people do we pick up every day. We're going to get a team together and make a work plan.

SLI 114-2-A-2 Response, Attachment B
Third Avenue Initiative: Initial Department Work

Component: Expanding existing efforts to remove trash and clean sidewalks on a daily basis

Department: SPU

Short-Term Actions: We are putting the following activities out to bid, using the additional special appropriation:

- Sidewalk sweeping to collect ground litter -- all sidewalks covered 1/night
- Ensure street side litter cans are not overflowing and cleanup any litter around cans -- as needed
- Human waste cleanup on sidewalks (pressure wash & deodorize) -- as needed
- Sidewalk pressure washing -- 1 block face/week on designated blocks, in consultation with adjoining business/property owner and contingent on availability and cost of water
- Issue reporting (any maintenance issue to responsible party) -- as needed
 - Examples include:
 - Graffiti on public or private property
 - Street light problem
 - Plugged storm drain
 - Dumpster issues

The bid package has been submitted to FAS, and we expect the contract to be awarded in time to allow work to commence in early or mid-April.

Component: Engaging low-income housing operators and social service providers in their efforts to maintain security and livability near their entrances.

Departments: HSD and OH

Short-Term Actions / HSD:

- Identify programs with documented civility problems/complaints from the community.
- Initiate meeting with all providers and community members to illustrate issues, identify problems, and solutions.

Short-Term Actions / OH:

- Pro-actively discuss Center City Initiative goals with housing operators at scheduled site inspections.
- Solicit feedback from housing operators on their efforts to maintain security and livability near project entrances, including challenges, strategies, and best practices. Inquire if specific improvements to City services could aid their efforts.
- Consolidate feedback/recommendations for next steps with housing operators and other City reps.

Long-Term Actions / HSD:

- Establish ongoing and regular communication between providers and community leaders or organizations.

- Assist providers in developing Good Neighbor Agreements addressing concerns regarding their services.
- Connecting providers with other city departments who can assist, i.e. SPD, SDOT, DON

Long-Term Actions / OH:

- OH Asset Management staff assesses project operation and management regularly, including projects with reported criminal or potential criminal activity within or adjacent to the site, neighborhood complaints etc. and provide recommendations or require corrective action to address these issues. OH can:
 - a) Increase frequency of inspections from every three years to annually (“walk-by” or “drive-by” inspections, following up conversations with site staff etc.).
 - b) Re-inspect sites to assess progress on desired outcomes.
 - c) Coordinate efforts and communicate expectations with co-funders including WSHFC, King County, State Commerce and WCRA.
 - d) Work with housing operators to develop their own strategies to improve public safety and site security; ensuring these strategies are fully implemented.
- Some projects may not have available funds to invest in improvements such as security, exterior lighting, surveillance systems, entry systems or extra security staff. These projects may require additional operating funds in order to address these needs. Funding options for these types of measures will require further discussions after the appropriate improvements are identified. NOTE: OH monitors the projects annually to evaluate operations, physical needs and financial positions to meet needs. These efforts are ongoing. OH can work with owners of affordable housing projects to identify needs for particular buildings and the neighborhood in general. Coordination with funding partners, including other City departments, might provide resources to implement improvements (lighting, security systems, staff etc.).

Potential Policy Changes / HSD: Require Good Neighbor agreements for all HSD provider contracts.

Work Completed to Date / HSD:

- HSD staff has met & developed ongoing dialogue with community organizations representing Belltown and Pioneer Square.
- HSD has met with all contracted providers in the Third Avenue corridors to alert them of concerns and seeking their assistance in resolving issues.
- HSD staff has helped six agencies in the downtown core develop Good Neighbor Agreements.
- HSD staff has worked with both the Lazarus Center and the Family & Adult Services Center to help them address service delivery issues minimizing neighborhood impacts.

Work Completed to Date / OH:

- OH Asset Management staff inspects projects. Frequency of inspections is increased if project is determined to be struggling or “troubled.” Factors affecting properties include: property conditions, space design, population, financial stability, neighborhood activity etc). NOTE: action on the street related to non-residents is difficult for a property manager to control without community support.
- All OH-funded properties are required to have management and maintenance plans. During site visits OH inspects for deficiencies, including issues affecting street-appeal and security, street level issues such as graffiti, vandalism, litter/debris, exterior lighting etc. Deficiencies are noted

and submitted to project owners in writing. Owners are required to correct deficiencies within 30 days (3 days for life safety issues). OH Asset Management staff review owner responses to correct noted deficiencies. Follow-up inspections are scheduled if the level of the noted deficiency warrants re-inspection.

- Eight of these projects serve formerly homeless individuals. Most of these projects already have a management plan in place tailored to project's particular population, such as: 24-hour on-site staff; secured building entrances, surveillance equipment and quality exterior lightening. Housing operators and owners are required to submit any notices of neighborhood complaints and their responses with each annual report. OH staff follows up on complaints and responses. At times Housing operators and owners are called in to discuss particular issues and possible solutions.

Work in Process / HSD:

- Development of Good Neighbor Agreements with all HSD service providers.
- Inclusion of expectations and requirements for Good Neighbor Agreements and community health/safety standards in future Request for Investment and contracting.
- HSD plans to release a Communities Supporting Safe & Stable Housing RFI process that includes increasing the standards for shelter and day center service providers located in the corridor.

Work in Process / OH:

- See "short-term actions" – soliciting and consolidating feedback from housing operators and owners.
- See "long-term actions" – developing solutions for projects lacking available operating cash or building reserves to complete site and security improvements or employ 24-hour on-site/security staffing.
- Lyon Building is exploring option to transfer building to new owner (management capacity is part of that review)
- Frye Hotel discussions on staffing, capital improvements and management have been ongoing for over a year.
- Glen Hotel owner initiated process for potential TDR sale to fund building improvements, and is beginning to seek potential commercial developers to buy the TDR. Building design (including security) will be reviewed.

Resource Needs / HSD:

- Non-profits may require additional financial resources to implement some strategies, such as hiring additional security to implement Good Neighbor Agreement.

Resource Needs / OH:

- Street level site and security improvements (exterior lighting, security camera installation, etc.) may require additional resources
- Guidance and recommendations from SPD on best-practices/protocol for housing owners and operators to address loitering, panhandling and/or potential criminal activity on public sidewalks
- Trained professionals to make recommendations and offer training to building managers on enhancing a secure environment for the buildings, the residents and the pedestrian/street activities

Notes from Assessment of Existing Work / OH:

- OH is aware of noted problem areas in the Third Avenue Corridor (3rd and James; 3rd and Lenora) and their proximity to projects in the City's portfolio. The urban-street activity that is not related to residents is a difficult situation for City low-income housing project owners as well. Conversations pertaining to improvements in site safety, security and street level "street-appeal" are ongoing with housing operators and owners at these locations. Controlling activity in and around the property is part of management.
- Experience has shown that a well-designed building with adequate common areas can reduce undesirable activity. Examples:
 - Morrison and St. Charles-staff office located for greatest visibility.
 - Opportunity Place- common areas allow homeless women inside activities. Angeline's Day Center for Homeless Women in ground floor includes an enclosed private courtyard.
 - Traugott Terrence has off-street outdoor space at rear of building. Simons Senior Apartments has a large community room and balconies for tenants.
 - Glen Hotel needs a new design (SRO model tends to be more difficult to manage). Owner implemented stricter house rules pertaining to guests in 2008, and employed additional security staff in 2010 to address security concerns.
- Adequate staffing levels matched to the needs of the tenant population (esp. City housing projects serving formerly homeless), including live-in staff and experienced housing case managers, can deter undesirable activity through prevention and rapid intervention. On-site community building activities can strengthen tenant-to-tenant relationship as well as staff-tenant relations. Negative tenant behavior can be identified more quickly and responses can include social service intervention.

Component: Continuing coordination with King County to mitigate the impact of the elimination of the Ride Free Area with regard to concerns about social equity and impact on transit operations.

Departments: SDOT and HSD

Short-Term Actions / SDOT:

- Support Metro Pay on Entry Project implementation plan
- Identify mitigation measures to keep buses moving and minimize impacts on vulnerable populations
- Partner with Metro to implement mitigation measures

Short-Term Actions / HSD: Staff is participating in the King County Metro planning group.

Long-Term Actions / SDOT:

- Partner with Metro to add off-board fare payment infrastructure to all Third Avenue bus stops (excluded from short-term scope)
- Upcoming work planning will clarify additional long-term actions

Work Completed to Date / SDOT:

- Metro Pay on Entry Project implementation plan is in development
- SDOT has participated in extensive discussions of impacts and identified candidate mitigation measures with HSD, MO, Council, and King County.

Work in Process / SDOT:

- RapidRide “phase 2” might include off-board fare payment at up to eight bus stops between Main and Stewart in 2013-14 time frame
- Pay on Entry Project implementation plan on track for King County Council approval in May

Resources Needed /SDOT:

- Resources needed for short-term mitigation measures to be identified through Pay on Entry Project implementation plan
- Resources needed for off-board fare payment infrastructure to be developed through Metro-SDOT partnership efforts and RapidRide project
- Federal, state and local grants are an option

Notes from Assessment of Existing Work / SDOT:

- Current planning is consistent with previous work that has identified measures to keep bus moving/improve speed and reliability on Third Avenue. SDOT plans include the Seattle Transit Master Plan, Center City Circulation Report, and others.

Component: Engaging adjacent building owners/businesses to coordinate and improve street edges and improve stewardship of sidewalks, building entrances and retail fronts

Department: OED

Short-Term Actions: Pike and Pine Street Canvassing Organizations Code of Conduct: The purpose of the code of conduct is to address aggressive canvassing by individuals hired by professional solicitation firms in the downtown core. The Pike and Pine Business Association engaged its members and representatives of professional canvassing firms to develop the code of conduct, outlining agreed upon procedures when soliciting donations.

Long-Term Actions:

- Explore with LAW and DPD the possibility of advertising on transit shelters and kiosks within the public right of way – This would allow the City to generate new revenue to fund streetscape and public safety improvements, such as replacing existing Metro shelters and other street furniture with more aesthetically pleasing options.
- Improved Way Finding Signage – Better directional signage and interpretation would improve the overall visitor experience
- Pike Street Beautification - Flowerboxes, wider sidewalks and other pedestrian amenities would improve overall pedestrian experience along from the Convention Center to the market.
- Improved Pike Street Intersections - Intersections along Pike Street should be made more pedestrian-friendly. Brick inlay for the Westlake Park and Plaza). All-direction crosswalks for every other crosswalk on Pike Street.
- Only In Seattle - OED’s neighborhood business district program, promotes a healthy neighborhood environment for businesses. The program focuses work in the following strategy areas: business retail and development, safety and cleanliness, marketing and promotion, appearance and pedestrian environment, and business organization.

Work in Process: Pike and Pine Street Canvassing Organizations Code of Conduct – Program is active and being evaluated for effectiveness.

Component: Promoting increased and more vibrant retail activity

Department: OED

Long-Term Actions: OED and DSA are looking to develop a strategy to recruit retail businesses to the downtown core of Seattle to increase retail sales and create retail jobs.

Work Completed to Date:

- Mobile Street-Food - In late 2011, the City passed legislation that would encourage mobile food vending in the right of way. OED organized two trainings (one in Spanish) to explain the changes and launched a website as part of the www.growseattle.com site that would house all the permit requirements.
- OED has developed a scope of work with DSA to outreach to professional services and retail businesses in downtown to identify issues and trends impacting their operations, and provide access to resources essential to business growth.
- OED has developed a scope of work with enterpriseSeattle to recruit business in the retail, professional services, information technology and financial sectors.

Work In Process:

- OED is initiating a process to make starting up a new restaurant or modifying an existing restaurant more streamlined and more transparent. This process will include mapping the current process, gathering information from the industry on where the gaps, redundancies and confusions are, and determining the type of tools needed to make the process easier to navigate.
- EnterpriseSeattle is in the process of providing recruiting services for 80 prospects that are interested in relocating their operations to Seattle.

Notes from Assessment of Existing Work:

- The Business Retention and Expansion Program has been in existence for more than 2 years and has yielded over 1,219 industry visits and has provided direct assistance to 671 companies. Information gathered from the visits to downtown businesses has provided insight on the issues to be addressed along 3rd Avenue. OED will continue to work with the DSA to identify areas for improvement along the corridor.

Component: Improving signage, lighting and/or other physical changes that improve visitors' feelings of safety and security

Departments: SDOT and SCL

Short-Term Actions / SDOT:

- Compile previous design plan documents for Third Avenue for IDT review and input
- Identify items related to signage and urban design that are still outstanding from these plans

- Prioritize outstanding items as part of work planning exercise

Short-Term Actions / SCL: Complete arterial streetlight outage patrol – April 2012

Long-Term Actions / SCL: Work with SDOT to evaluate streetscape and lighting improvements. LED conversion of existing fixtures could be possible in late 2014. Arterial LED roadway lighting standards will need to be published.

Work Completed to Date / SDOT: Participate in team and stakeholder meetings, begin policy discussion with Law regarding right-of-way and civility issues

Work in Process / SDOT: Assess SPD concerns/needs about right-of-way signage and develop tactics to support their work that are consistent with SDOT's defined role for right-of-way management

Resources Needed / SDOT: The design strategies defined in the existing Third Avenue corridor plan are unfunded and need to be refined to reflect current needs prior to developing cost estimates. US DOT grant application pending for both physical design improvements as well as safety and security measures.

Component: Integrating well-maintained transit waiting areas into the streetscape in a manner that serves transit operations and improves perceptions of public safety and security, while maintaining pedestrian access to neighboring businesses

Department: SDOT

Short-Term Actions:

- Review both the Transit-Friendly Design Guidelines and the Third Avenue Design plan for outstanding items that would advance this element of the Initiative
- Prioritize outstanding items as part of work planning exercise
- Include these principles in all Third Avenue bus stop upgrades including those related to RapidRide and to RFA discontinuation
- Negotiate with Metro to retain cleaning / maintenance resources allocated to current shelters prior to their renewal

Work Completed to Date:

- Participate in team and stakeholder meetings, begin policy discussion with Law regarding right-of-way and illegal activities
- All six Third Avenue Belltown bus stops have been upgraded

Work in Process:

- Assess SPD concerns/needs about right-of-way signage and develop tactics to support their work that are consistent with SDOT's defined role for right-of-way management
- Work with Stakeholder group to identify barriers to private contributions and volunteer efforts for transit zone improvements (awnings, lean rails, pay station graffiti removal, etc.)
- RapidRide project includes modest upgrades to some bus stops between Main and Cedar in 2012-2013

- RapidRide “Phase 2” to include more comprehensive upgrades to some Third Avenue bus stops

Resources Needed: Design elements and signage improvements are currently unfunded and not defined well enough to assess reliable costs. The Third Avenue IDT work planning and project prioritization will provide the necessary information to examine resource needs. In addition to the USDOT grant defined above, transit zone improvements can be accomplished through new development projects or through private partnership funds.